Appendix A

BABERGH DC Housing Delivery Theme

Our Outcome - Given the shortfall in homes actually built in our area in recent years, and the growing need for new homes due to economic growth, the ageing population and changing household composition, we need to significantly increase the number of new homes built and occupied in the area, ensuring that these are homes of the right type, the right tenure, and in the right place. We also need to make sure these are delivered in a sustainable way to respect and enhance our environment.

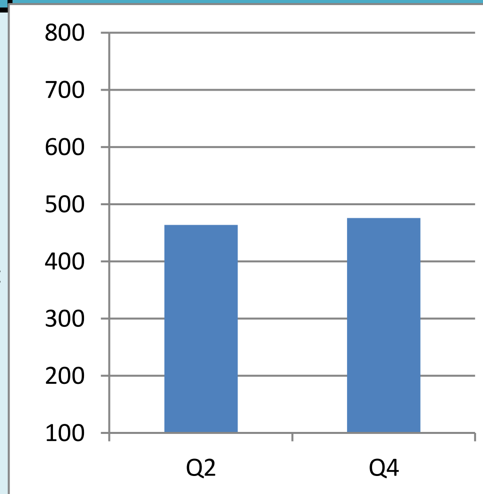
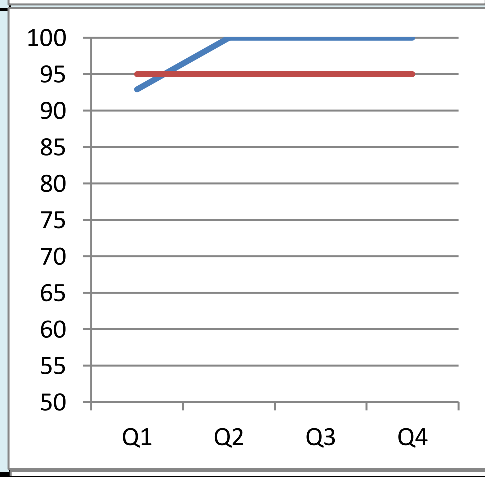
What success looks like? We will catch up on our under-delivery of homes over the past few years, and the pace of building new homes will increase to match predictions of future requirements. There will be no 'one-size-fits-all' approach - rather our councillors and staff will be adept at working through bespoke housing solutions that really do reflect local needs and wishes. The Councils will continue to be active in using their internal housing expertise and the positive, collaborative relationships they have brokered with all manner of interested parties – including our communities – to anticipate and develop imaginative opportunities to shape the housing market across the two districts.

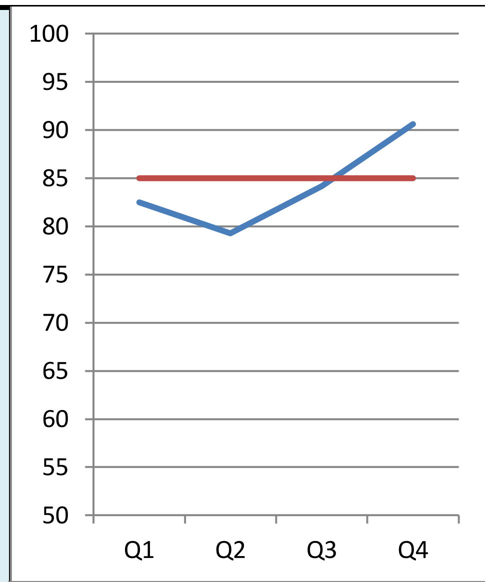
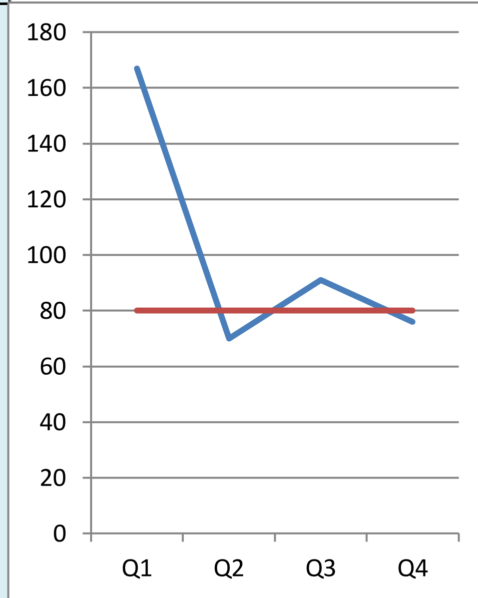
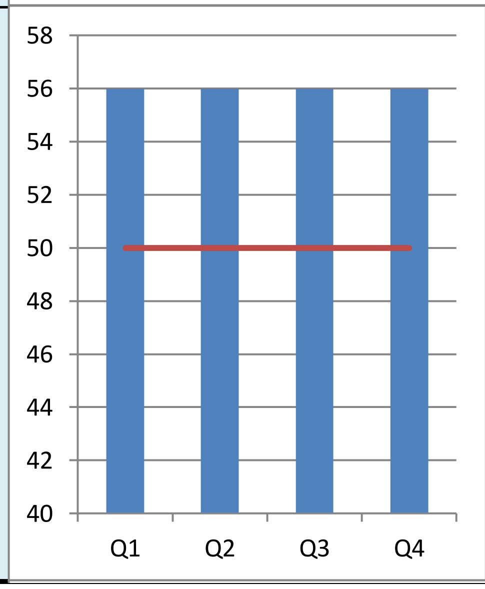
	1st April - June 2016	1st July - 30th September 2016	1st October - 31st December 2016	1st January - 30th March 2017
Main Achievements	1. Community Infrastructure Levy commenced collection in April 2016.	1. East Bergholt and Lavenham's Neighbourhood plans were made (adopted) on the 20th September 2016.	1. We currently have 56 individuals across the two districts who have applied and have had their names added to our self-build register.	1. The Council has secured £83,739.19 through the Community Infrastructure Levy . The governance and process for expenditure is currently being worked up and will be taken to Members in Spring 2017. 2. In Lavenham an application for 100% affordable dwellings (20 in total), was approved in February. This application was in partnership with the local Parish council and highlighted the positive outcomes development can have for a community.
Impact of delivery on the communities	1. The Community Infrastructure Levy will provide funding for the infrastructure required to ensure that the development is sustainable. It will automatically provide Town and Parishes that have development a percentage of total Community Infrastructure Levy to help with the local infrastructure need which is decided by the Town or Parish Council.	1. Neighbourhood plans allow local communities to have a direct influence on how their local area develops and grows in a sustainable way.	1. Having an understanding of the number, type of dwellings and location where individuals wish to carry out their own self build project will better inform us with the development of our housing delivery framework.	1. This provides funding towards the community infrastructure required to ensure that development is sustainable. 15% of the funding received goes straight to the Parish where development occurred, (or 25% if there's a neighbourhood plan is in place), helping to give communities opportunities to invest in the facilities that are most important to them. 2.This has resulted in a scheme that has been both community-led and has accorded with the progressive and positive attitude to sustainable growth adopted by the Councils. With the addition of a provision for an artistic installation that could be secured again through local competition and public engagement, Officers consider that this is a fantastic scheme genuinely-led by the Lavenham community and its respective Community Land Trust.

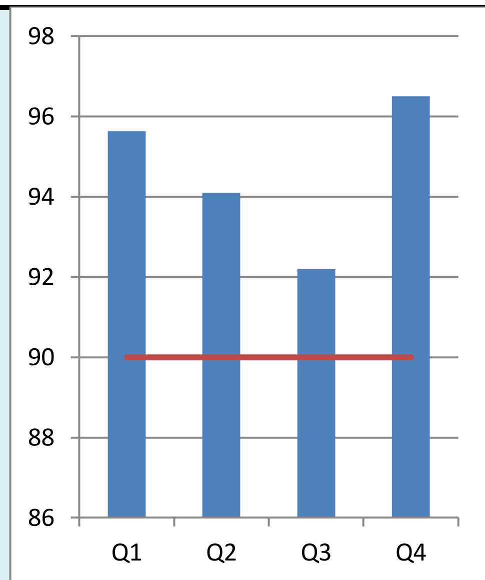
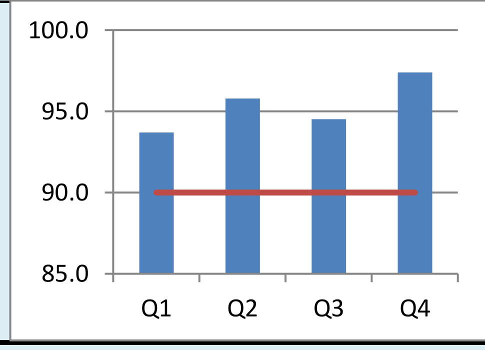
Unlocking barriers to growth

- We are reviewing the planning process and identifying ways of speeding up the time taken to process planning applications
- We are reviewing the reasons why approved developments have not been built and will work to unblock these developments – this could be due to shortage of building skills, delays in finalising legal agreements or infrastructure challenges
- We will promote innovative approaches to housing delivery such as self-build, equity share, starter homes, co-housing, Community Land Trusts or custom-build to meet local need and demand
- We will seek out small and medium sized (SME) developers, and support them by identifying sites and finding solutions to build
- We will assess the opportunities for investing in new infrastructure in order to enable new homes development
- We will manage development to achieve the key objectives of economic growth and the provision of houses, and will ensure that there is not an unacceptable impact on our quality of life, heritage or rural distinctiveness of our two districts

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. The no. of Band D equivalent properties on the Tax base	I1 &I2			32,020		No target	N/A	BDC	This figure is calculated in October yearly. All authorities in Suffolk including Babergh and Mid Suffolk had an increase in their tax band D equivalent, between 1% and 2% from 2015 to 2016. It is important that this figure continues to increase as the population for the districts is also expected to continue to increase.	The Tax base is the total number of dwellings, it demonstrates the changes in the number of dwellings that have been removed for the base and number of dwellings added to the tax base. It is important to track this indicator to understand if the tax base is increasing overall in light of the number of new homes being approved and completed by the two districts.
T2. No. of dwellings completed	I3 & I4				This figure is currently being calculated and will be in the Annual Monitoring Report.	325	N/A	BDC	The number of completions for 2015/16 was 157 dwellings. This was below the target of 220, which was an around 40% under delivery. Since then we have been working on improving our relationships with developers to understand when and why they build. This is not an easy matter to resolve and will take time.	This is important to monitor what has been forecasted (within the Local Plans for the districts) against the actual completions of dwellings. Under delivery was an issue in both authorities for 2015/16 and work is underway to understand why there has been an under delivery of dwellings so we can better support development to be delivered. This work has started through improved relationships with developers to understand where, when and why they build as well as the barriers that influence delivery and where we can resolve the barriers to get the growth that is needed.

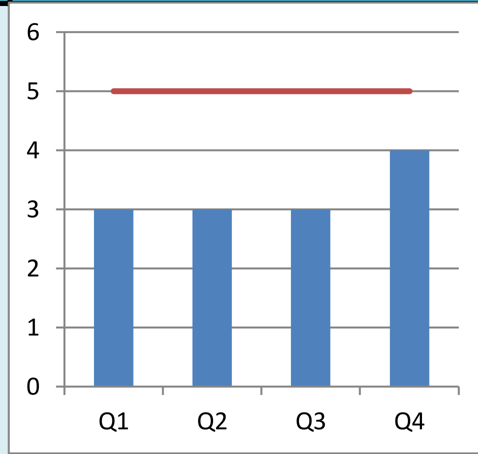
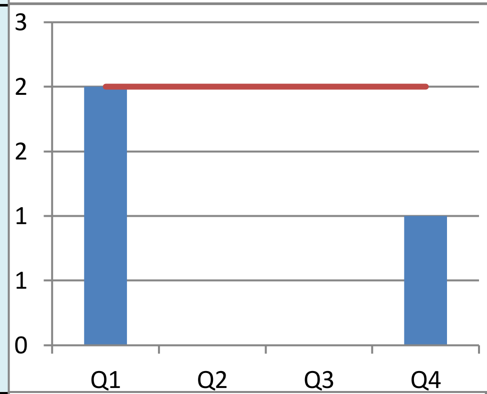
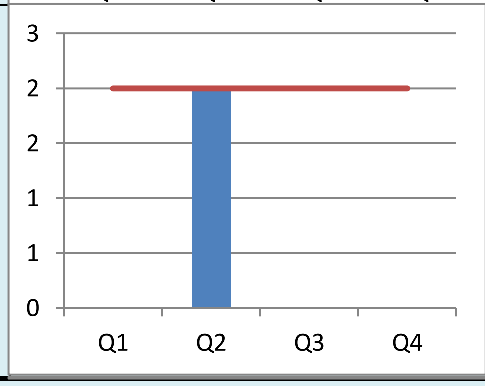
Influencing Indicator	Linked to	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
T3. Effective Land Supply (+20% buffer)	I3 & I4				3*	6.5	N/A	BDC	In 2014/15 BDC land supply was 5.5, this increased to 5.7 in 2015/16. However, the land supply was re-calculated in January 2017 and the council does not have a 5 year housing land supply. Nationally nearly half of authorities do not have a land supply (PAS survey in 2014), although reports from Savills and other consultancies suggest that more than two-thirds of authorities are not able to demonstrate a 5 year supply.	The threshold of 5 years housing land supply was introduced by Government to stimulate delivery of housing. Whether an Authority has a 5 year supply or not, development is still required to be sustainable, as defined by the National Planning Policy Framework.
I1. No. of dwellings approved	T1		464		476	It is not appropriate to have target for this indicator as it is assessed individually		BDC	It is difficult to define a target for this because there is not a direct correlation between applications granted and dwellings completed. However, there is a need to approve more dwellings than the number of dwellings to be completed to provide choice in the market and encourage delivery. The annual number of dwellings for completion is 325. The annual number of dwellings approved for 2016/17 was 940.	It is a significant indicator to monitor, there needs to be dwellings being approved so that we can have a flow of growth for the future. This indicator is one of many factors considered when calculating the effective land supply.
I2. % of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement)	T2 & T3	92.9	100	100	100	95		BDC	This is a nationally set indicator. Performance in processing applications has improved overall for both districts. There is a new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator. Overall for the 2016/17 BDC has processed 97.5% and MSDC has processed 87.7% of major applications 'in time'.	This is indicator monitored by Government however, is calculated over 24 month time period. Currently the benchmark is 50% which is rising to 60%. It is a meaningful indicator on whether applications are being processed in an appropriate time scale as this is important to enable applicants and developers to plan investment decisions and to provide greater certainty for all stakeholders in the process.

I3. % of non-majors processed 'in time' (8 wks. or within agreed Extension of Time/ Planning Performance Agreement)	T2 & T3	82.5	79.3	84.2	90.6	85		BDC	This is a nationally set indicator. Performance is improving. We have set a high target, above that set by Government, because we are aiming for excellent service. There has been improvements on how performance is being monitored. There is new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator. Overall for the 2016/17 BDC processed 83.7% and MSDC processed 76.5% of non-major applications 'in time'.	This is indicator is currently monitored by Government and the benchmark is currently 65% changing to 70% in April 2018. It is useful to compare performance against other authorities and to see how we are performing as customers expect us to deliver within the timescales. It is a meaningful indicator on whether applications are being processed in an appropriate timescale.
I4. The median number of days to a decision for a major application (Including Environmental Impact Assessment (EIA) that would extend the application length to 112 days (16 weeks) and applications that have had Extensions of Time (EoT) where it has been agreed for the application to have longer to be decided with the applicant or a Planning Performance Agreement with the applicant.)	T2 & T3	167	70	91	76	80		BDC	In quarter 4 both districts were under the target. As you can see over the quarters it can vary. Due to the relatively low number of major applications received, and the use of extensions of time to enable matters to be negotiated during the process, and to give communities more time to respond, the median number of days can vary significantly However, overall the median number is reducing. There is new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator.	This is an important indicator as it gives a better understanding of when the majority of applications are being decided. The development management team is working on with changes to ensure that applications are decided within the needed time scales or where appropriate that an extension of time has been agreed.
I5. The median number of days to a decision for a non major application (Including applications that have had Extensions of Time (EoT) where it has been agreed for the application to have longer to be decided with the applicant or a Planning Performance Agreement with the applicant.)	T2 & T3	55	55	56	54	50		BDC	This indicator shows that majority of the non major applications are being decided just before the end of the 8 week time period for both districts. The target is 50 days and the development management teams are working on getting this indicator lower as it will improve the customer experience instead of waiting for the final day to receive a decision. There is new performance framework that is being implemented in development management that it is anticipated will have a further positive impact on improving this indicator.	This is an important indicator as it gives a better understanding of when the majority of applications are being decided. The development management team is working on changes to ensure that applications are decided within the needed time scales or where appropriate that an extension of time has been agreed.

I6. % of the application approval rate	T3 & T4	95.63	94.1	92.2	96.5	90		BDC	The target is set at 90% so that we aim to have most applications that are submitted to us are approvable applications. This can be achieved through better relationships with the applicants before they submit which is achieved through the pre-application process. The approval rate for both districts has reached its target of 90% for every quarter, this is good start toward achieving the target. The new performance framework that is being implemented will support this indicator to improve as will work on the pre-application process.	This target does have a caveat in that it very much depends on the nature of applications submitted. The Councils seek to support sustainable development, and through good pre-application advice seek to influence applications prior to their submission. However, if applications are made that cause harm, or are not considered to provide sustainable development then it is appropriate to safeguard the interests of communities and refuse applications as necessary.
I7. % for the delegation rate	T3 & T4	93.7	95.8	94.5	97.4	90		BDC	This indicator is above the target, which is drawn from national guidance from the Planning Advisory Service. The proportion of applications dealt with under delegated powers is roughly commensurate with other authorities across Suffolk but will depend on the nature and scale of applications being considered.	It is important to monitor the percentage of applications that are being decided through delegated powers, as there are significant implications for both timeliness of decision-making but also use of resources. This figure needs to be considered in association with the type of applications being taken to committee and the ones that are delegated, to ensure the right applications are going to committee.

Joint Strategic Plan - Communities embrace new homes growth; Provide insight of growth benefits to Communities and Communities engaged as early as possible - community-led planning

- We will engage with communities at the earliest opportunity so that they can help to shape and influence growth and understand the positive economic benefits that this provides
- We will engage early with our businesses and communities to understand where new housing and jobs may be located and to discuss the issues and opportunities that arise
- We will ensure councillors have all the information they need so communities can
- understand the benefits for their area
- We will work with communities wanting to progress neighbourhood plans for their areas, to make sure they are able to be supported and are in alignment with our spatial planning
- Joining-up our work on housing with health and social care colleagues to make sure we design and deliver services together around the needs of individuals and communities

Tracking Indicator	Linked to	2016/17 Q1	Q2	Q3	Q4	Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	12. Why is this indicator important?
T1. No. of Neighbourhood plans at preparation stage		3	3	3	4	5		BDC	Neighbourhood plans are complex processes and it is hard to accurately map the time for the process as it can vary for each one, and is dependent upon communities and Parish Councils to take the work forwards. Both districts are close to their target which highlights that there is an interest in neighbourhood plans in the districts and that more Parishes are working on a neighbourhood plans.	This indicator is the first stage in the neighbourhood plan process, the next two indicators lead on from this indicator. It is important to understand the desire for neighbourhood plans in the districts as they can be a key indicator about the communities view on growth. There are also implications for workload and resource management so this indicator is both useful in performance terms but also as a management tool.
T2. No. plans entering examination stage		2	0	0	1	2		BDC	The target was not met. Neighbourhood plans are complex processes and it is hard to accurately map the time for the process as it can vary for each one. Both districts are close to their target which is a positive position to be in.	This indicator is the next stage in the neighbourhood plan process that is being monitored. The next indicator leads on from this indicator as does this indicator leading from the previous one. It is important to understand the desire for Neighbourhood plans in the districts and entering examination stage provides a reasonable amount of certain that the communities want a neighbourhood plan.
T3. No. of neighbourhood plans made		0	2	0	0	2		BDC	BDC has reached its target for this year, as two neighbourhood plans have been made. These neighbourhood plans are for East Bergholt and Lavenham.	This indicator is the final stage in the neighbourhood plan process that is being monitored. The previous indicators lead to this indicator. It is important to understand the desire for Neighbourhood plans in the districts and when a Neighbourhood plan has been made this is material consideration for planning applications for that area so that the communities view of growth is consideration with weighing

Influencing Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
I1. Number of enforcement cases referred to the team	T2				280	It is not appropriate to have target for this indicator	N/A	BDC	Early engagement is vitally important to establish whether there is a breach of planning control and the degree of harm which may be resulting; to advise those responsible on action required to remedy the breach; or negotiate with those responsible a suitable solution to resolve the breach. As a result of the advisory work and/or negotiation with customers, the percentage of cases resulting in a notice is only 3% of BDC cases and 1% of MSDC cases. It is hard to benchmark workloads as there is no current mechanism to compare against other planning authorities.	This will give an understanding of the demand for this service and whether we have the right resources available. The numbers tell part of the story but it is also important to understand the complexities of cases and the time to resolve breaches. We know that growth in our communities can be emotive, therefore, when a building has not be built in accordance with the plans it can cause animosity within communities. This in turn could cause potential prejudice or antipathy towards further growth in the communities.
I2. Number of notices served	T2				8	It is not appropriate to have target for this indicator	N/A	BDC	The team seek to resolve matters through negotiation and mutual agreement before resorting to the formal routes for resolving enforcement matters. The number of notices served is therefore low compared to the overall number of cases dealt with.	This indicator provides an understanding of how many cases have resulted in a notice being served. If a notice is required this is, in most cases, the last resort – in exceptional circumstances a notice may be served early, but this is extremely rare. The majority of cases are resolved through advice and negotiation with the relevant landowners and/or occupiers.

Being Clear about what housing is needed - When the evidence base 'Suffolk Housing Market Assessment (SHMA)' has been completed we can use it to identify the most appropriate indicators that support this outcome.

• We are identifying more detailed housing requirements in our local area – need, demand and the market view – to develop an evidence base for new-build, the number of homes, type and location, and infrastructure requirements

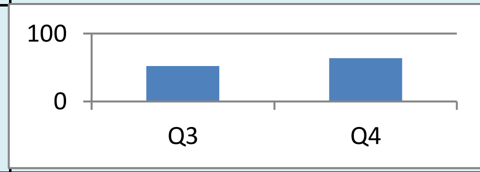
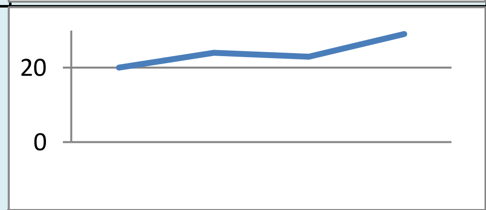
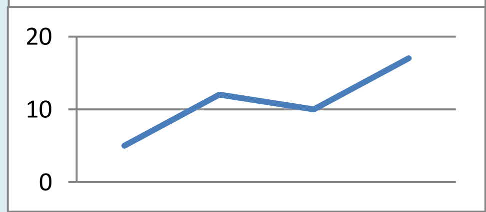
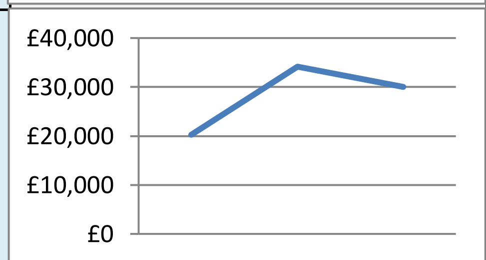
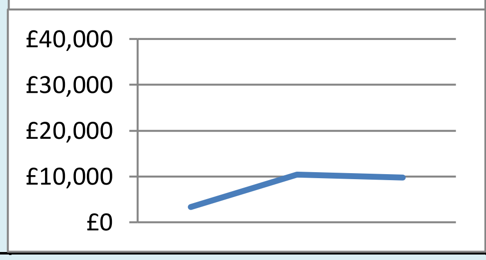
Agree where growth goes - When the Joint Local Plan is either developed further or adopted we will able to have precise indicators that supports this outcome

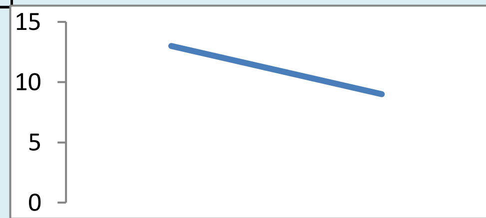
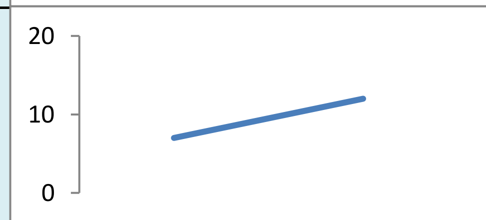
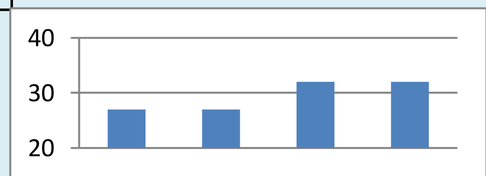
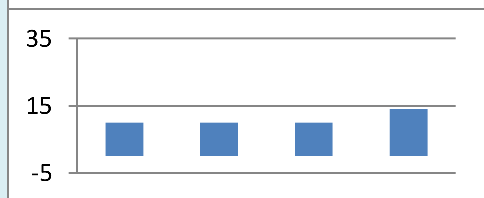
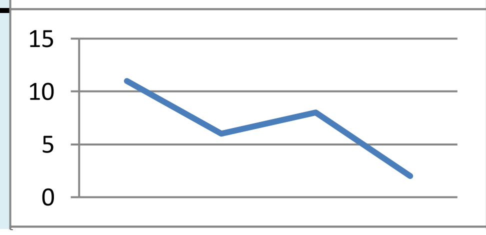
• We will understand where the supply of new homes can be delivered sustainably in Babergh and Mid Suffolk and plan accordingly
• Using good quality information we will work with developers on sites coming forward for development to influence what type of homes are delivered and how they meet need
• We will identify sites where brand new settlements could be located, such as garden villages, and investigate their feasibility
• Continue to deliver new homes using our own resources by commissioning development partners to help us to deliver, identifying suitable land and agreeing a development programme

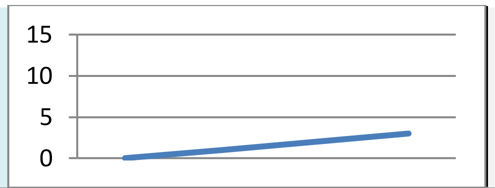
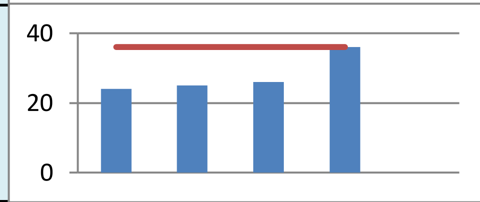
Make best use of our existing Housing Assets - (Supporting Housing Output)

Work with tenants to agree the best way to deliver property services across our own housing, to make sure we are efficient and cost effective in our delivery and commercial in our approach

Ensure the ways we manage the Councils' assets helps to free-up finances to reinvest in new affordable homes

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. No. of unlicensed Houses in Multiple Occupation identified within the districts				0	0	Decrease number	N/A	BDC		We work hard to identify HMOs to ensure they meet standards in fire safety and amenities and are adequately managed.
T2. No. of properties empty, in excess of two years, brought back into use				52	64	Increase number		BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
T3. No. of households placed in Bed and Breakfast		20	24	23	29	Reduce number		BDC		We want to reduce homelessness in our Districts. Tackling homelessness is not just about getting people off the streets. It's also about finding lasting solutions to stop people from becoming homeless in the first place.
		5	12	10	17			MSDC		
T4. Expenditure on Bed and Breakfast		£20,288	£34,210	£30,073	*Avail' May/Jun17	Decrease expenditure		BDC		Tracking expenditure will enable us to see the resources spent on B&B accommodation. *Invoices received from B&Bs typically fall one quarter behind.
		£3,290	£10,379	£9,720	*Avail' May/Jun17			MSDC		

Influencing Indicator	Linked to	2016/17 Q1	Q2	Q3	Q4	Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
I1. No. of inspections of flats above businesses				87	Awaiting data	Increase number	N/A	BDC		This project identifies fire hazards and HMO's.
I2. No. of notices served on hazardous premises				0	0	Increase number	N/A	BDC		We want to improve the health and wellbeing of private sector tenants by ensuring they live in the right conditions.
I3. No. of disabled adaptations in council stock				13	9			BDC		We aim to enable customers to continue to live independently in their own homes. This is done by providing equipment and making modifications in our customers' homes that meet their needs.
I4. No. of disabled facilities grants				37	44	Increase number		BDC		We aim to enable customers to continue to live independently in their own homes. This is done by providing equipment and making modifications in our customers' homes that meet their needs.
I5. No. of empty home owners contacted					50	Increase number	annual figure	BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
I6. No. of Compulsory Purchase Orders					0	Increase number	N/A	BDC		By increasing the number of homes available in our Districts, we are contributing to a flourishing housing market offering a good range of quality housing.
I7. No. of temporary accommodation units at our disposal (exc. Bed and Breakfast)		27	27	32	32	Increase number		BDC		By monitoring the number of units, we are able to seek alternative temporary accommodation solutions when necessary.
		10	10	10	14			MSDC		
I8. No. of households for whom homelessness was prevented via the private rented sector		11	6	8	2	Increase number		BDC		We want to make greater use of the private sector to provide housing for homeless households rather than see temporary accommodation used. This offers a long-term solution to households.

		0	1	2	3	number		MSDC		
I9. Average time to turn around an empty council property (VOID)		24	25	26	36	28 days		BDC		By tracking our performance on the days to turn around a VOID property, we can ensure the most cost effective and efficient processes are used.
I10. Amount of energy generated by Solar PV panels installed on council property roofs					Housing Stock - 3,707,349kW - - - - - - - - - - - - - - - - - - -- Sheltered Stock - 312,186kW		N/A	BDC	* Amounts shown measured February 2017	The Solar PV project helps us to work with our communities to tackle fuel poverty and raise revenue for our local authorities.
					Housing Stock - 3,173,864kW - - - - - - - - - - - - - - - - - - - Sheltered Stock - 195,418kW		N/A	MSDC		

JSP Homes for ageing population

We will review our own sheltered housing stock to understand how current provision needs to change to meet future needs
Understand the needs for different types of accommodation - care homes, supported housing, lifetime homes, special needs accommodation - and support their delivery

Tracking Indicator	Linked to	2016/17				Target	Trend	Council	Comment / How does this compare to the Suffolk-wide/National picture?	Why is this indicator important?
		Q1	Q2	Q3	Q4					
T1. The 2017 Strategic Housing Market Assessment (awaiting publication date) contains evidence of housing need for an ageing population. A suitable tracking indicator will be derived asap in collaboration with HRA and Housing Enabling teams.							Contributed to the granting of planning permission in Hadleigh for Lifetime Home standard dwellings + 34 retirement living apartments	BDC		With a large predicted rise in older aged households, many of whom will live alone, understanding the housing and health needs of this group will enable the wider Suffolk system (ACS /Public Health / NHS / Housing Authorities) to create solutions together by making best use of combined assets and resources, placing less strain on care and health budgets – and significantly enhancing the quality of life in older age.